

EDITED KSA LISTING

CLASS: STAFF SERVICES MANAGER II

NOTE: Each position within this classification may be required to possess all or some of these knowledge, skills or abilities.

	Knowledge of:
K1	Knowledge of supervisory principles, practices, and techniques to plan, oversee, and direct the work activities of subordinate employees.
K2	Knowledge of current management and leadership theories, techniques, and applications to ensure that strategies employed in the supervision and oversight of work unit operations are effective and appropriate.
K3	Knowledge of public administration principles and concepts to provide appropriate leadership and management in the work unit.
K4	Knowledge of personnel procedures to ensure that personnel actions are in compliance with departmental procedures and policies, as well as State laws and regulations as enforced by the Department of Personnel Administration (DPA) and the State Personnel Board (SPB).
K5	Knowledge of the Employee Performance Management Manual as used in the supervision and management of subordinate employees to ensure that supervisory and personnel actions adhere to manual provisions.
K6	Knowledge of principles and techniques used to reinforce and reward positive performance to recognize and promote acceptable and superior performance of subordinate employees.
K7	Knowledge of appropriate corrective actions and progressive disciplinary techniques to provide effective, appropriate monitoring, coaching, and counseling of the work performance of subordinate staff.
K8	Knowledge of collective bargaining agreements to interpret and apply provisions related to the supervision of represented employees.
K9	Knowledge of equal employment opportunity regulations and objectives to promote the department's equal employment opportunity policies and goals in making hiring and employment decisions.
K10	Knowledge of relevant issues arising from the American with Disabilities Act (ADA) to ensure that hiring and employment decisions conform to ADA provisions and requirements.

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K11	Knowledge of the cultural differences of a diverse subordinate staff to ensure that supervisory decisions and expectations related to staff interaction, completion of work assignments, assignment of work, and general oversight activities take into consideration the needs of staff members individually and collectively.
K12	Knowledge of training methods and techniques to develop training programs and presentations for staff.
K13	Knowledge of training methods and techniques to provide training to staff.
K14	Knowledge of basic mediation and negotiation techniques to effectively and appropriately approach complex situations and circumstances that require compromise or concession from one or more involved parties.
K15	Knowledge of conflict resolution techniques to address and deal with conflicts and issues that may arise in the work group or division.
K16	Knowledge of team-building principles and techniques to conduct team-building sessions which contribute to and promote a positive, cooperative, professional work environment.
K17	Knowledge of the State Administrative Manual to ensure that administration of work unit operations conforms to State regulations and procedures.
K18	Knowledge of cost/benefit analysis principles and concepts to assess the impact and effectiveness of programs, business processes, policies, and/or procedures.
K19	Knowledge of financial analysis principles and concepts to assess the fiscal impact of programs, policies, and/or procedures.
K20	Knowledge of data analysis methods and techniques to draw appropriate conclusions and make decisions when completing work assignments and projects.
K21	Knowledge of the organization of the department and its operating parameters to ensure that the efforts and accomplishments of the work unit correspond with the overall operations of the department.
K22	Knowledge of the purpose, mission, and goals of the department and the work unit to ensure that the progress and completion of work assignments and tasks conform to the overall objectives of the work unit.

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K23	Knowledge of departmental trends and philosophies to ensure that the progress and completion of work assignments and tasks conform to the overall objectives of the department.
K24	Knowledge of the resources available within the work unit and the department to provide assistance in meeting goals and objectives to ensure that expectations of staff efforts and performance are reasonable and appropriate given available resources.
K25	Knowledge of departmental procedures to ensure compliance with operations activities such as procurement, printing, and reproduction.
K26	Knowledge of the departmental budgeting process to develop and/or assist in the development of the work unit or division budget.
K27	Knowledge of the budget change proposal process (BCP) to make desired changes to program or division budgets.
K28	Knowledge of basic statistics used to analyze the impact and effectiveness of programs, policies, and/or procedures to provide quantitative data documenting the status of the programs, policies, and/or procedures.
K29	Knowledge of strategic planning principles and concepts to lead and/or participate in department, division, work unit, or work team strategic planning sessions.
K30	Knowledge of the contracting process to enter into contracts for products or services from outside vendors or other State agencies.
K31	Knowledge of the use of the internet to conduct “on-line” research and obtain information related to programs and projects.

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	Skill to:
S1	Skill to plan, organize, supervise, direct, and oversee the work activities of subordinate employees.
S2	Skill to delegate work assignments and appropriate level of responsibility to subordinate employees in order to complete work assignments and projects.
S3	Skill to monitor the work of subordinate employees to ensure that it meets quality, quantity, and timeliness standards.
S4	Skill to empower staff to accomplish work tasks and provide input to work unit goals and objectives.
S5	Skill to follow up on the results of staff work assignments and projects.
S6	Skill to recognize and reward positive, valued employee contributions in an effort to reinforce such behavior and enhance overall employee performance.
S7	Skill to apply management and leadership principles and techniques within the work group to ensure a productive, professional working environment and to provide for efficient completion of work tasks and assignments.
S8	Skill to document employee performance and complete employee performance evaluations and probationary reports.
S9	Skill to counsel and guide employees regarding performance expectations, task completion, and overall performance issues.
S10	Skill to coach and mentor subordinate employees to improve performance, productivity, and expertise.
S11	Skill to resolve performance problems by planning and implementing measures to improve performance.
S12	Skill to apply appropriate disciplinary action to employees in the work unit.
S13	Skill to promote positive, collaborative, professional working relationships.

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S14	Skill to conduct hiring interviews with candidates for employment and/or promotion to ensure that those candidates selected possess the required qualifications.
S15	Skill to supervise a culturally diverse subordinate staff, ensuring that supervisory and management decisions are sensitive to the impact of culturally diverse perceptions.
S16	Skill to identify training needs of the subordinate employees in the work unit.
S17	Skill to provide classroom training for staff related to the tasks of the work unit.
S18	Skill to provide on-the-job training to subordinate staff relating to the tasks of the position.
S19	Skill to oversee the development of the work unit's budget, including unit change proposals related to positions, equipment, furniture, supplies, and overtime allotments.
S20	Skill to administer the work unit budget including unit change proposals on positions, equipment, furniture, supplies, and overtime pay.
S21	Skill to determine and establish priorities and service levels in the work unit or division.
S22	Skill to develop policies and procedures to provide for the effective operation of the work unit or division.
S23	Skill to implement new policies, procedures, and programs, ensuring appropriate staff training and overall planning to minimize disruption to staff.
S24	Skill to oversee the implementation of new and/or revised programs.
S25	Skill to oversee the implementation of policies and procedures designed to ensure the effective operation of the work unit.
S26	Skill to plan for the efficient use of personnel and resources to complete assigned projects or on-going work.
S27	Skill to utilize work unit resources (i.e., budget, staffing, and equipment resources) to complete work assignments and projects and ensure that work unit operations are in accordance with departmental goals and objectives.

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S28	Skill to identify information, materials, and resources needed to complete projects and assignments.
S29	Skill to establish project schedules and milestones to complete projects and assignments within desired timelines.
S30	Skill to include subordinate employees in the planning of work unit operations and activities, determining project deadlines, identifying project resources, and establishing timelines to complete work assignments and projects.
S31	Skill to complete projects and assignments on schedule and within established budget.
S32	Skill to prioritize work assignments and in-basket materials to ensure completion within established timeframes and by expected deadlines.
S33	Skill to manage work load and assignments in order to meet work unit and project objectives and deadlines.
S34	Skill to motivate and guide staff toward goal accomplishment.
S35	Skill to introduce changes in the work unit in a positive manner to generate support for the changes and to minimize impact or perceived impact on staff.
S36	Skill to implement departmental or work unit directives contrary to personal beliefs or opinions in a manner that does not detract from the overall effectiveness of the directives and that generates staff support for the directives.
S36	Skill to analyze and evaluate the impact and effectiveness of programs, procedures, business processes, and/or policies.
S37	Skill to oversee the implementation of systems and controls to ensure the quality delivery of work unit products and services.
S38	Skill to evaluate the effectiveness of service delivered to customers and/or clients.
S39	Skill to recommend changes to work unit policies and procedures to enhance program or work unit effectiveness.
S40	Skill to plan for the implementation of new and/or revised programs or projects.

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S41	Skill to implement risk management strategies and plans to resolve and minimize the impact of risks to work unit operations.
S42	Skill to oversee the implementation of risk management strategies and plans to resolve and minimize the impact of risks to work unit operations.
S43	Skill to identify appropriate recovery plans and contingencies to resolve and minimize the impact of risks to work unit operations.
S44	Skill to develop short-range and long-range plans and schedules that coordinate with operating goals and objectives of the department.
S45	Skill to formulate relevant issues related to a variety of problems or issues affecting work unit operations for discussion, presentation, and/or review with management.
S46	Skill to develop alternate work plans and strategies in response to changing priorities, problems, or setbacks to allow for the completion of projects and work assignments within desired timeframes.
S47	Skill to recognize the need to shift priorities, staff, and resources to maximize the operations of the work unit.
S48	Skill to resolve conflicting priority requests for service provided by the work unit or division.
S49	Skill to make decisions on behalf of the work group or project team when consensus can not be reached.
S50	Skill to build consensus and agreement through the give-and-take of negotiations and compromise to resolve a variety of issues.
S51	Skill to identify problems relating to the procedures and/or policies of the work unit.
S52	Skill to analyze and evaluate problems and issues relating to work unit programs, procedures, business processes, and/or policies.
S53	Skill to analyze situations accurately and thoroughly in order to determine and implement effective, appropriate courses of action.

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S54	Skill to develop systems and controls to ensure the quality delivery of work unit products and services.
S55	Skill to analyze the pros and cons of proposed alternatives.
S56	<u>Skill to develop solutions to problems and issues relating to work unit programs, procedures, business processes, and/or policies.</u>
S57	Skill to demonstrate a working understanding of the department's structure, including functional interrelationships of individual divisions and work units within the department and departmental administrative processes, to ensure that work unit assignments and the delivery of work unit products and services conform to departmental, organizational, and resource parameters.
S58	Skill to plan for the impact of politics and political decision-making on work unit operations and the delivery of work unit products and services.
S59	Skill to incorporate the impact of political decision-making on work unit operations when delegating and assigning work to staff to mitigate impact to staff and to mitigate impact to the delivery of work unit products and services.
S60	<u>Skill to anticipate future consequences of present decisions or courses of action.</u>
S61	<u>Skill to objectively identify all facts and implications related to a situation before drawing conclusions and determining courses of action.</u>
S62	<u>Skill to identify and make appropriate decisions from a variety of alternatives.</u>
S63	Skill to make appropriate decisions when faced with time constraints and limited information.
S64	<u>Skill to recognize the ramifications and possible impact of decisions.</u>
S65	Skill to apply communication and motivational techniques and principles in directing and overseeing the work activities of subordinate staff to ensure that supervisory/management actions taken reflect an interest in enhancing work unit operations and demonstrate mutual respect for staff.
S66	<u>Skill to establish and maintain cooperative relations with departmental employees, the public, and other State agencies.</u>

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S67	Skill to interact with individuals without eliciting negative or hurt feelings to achieve positive results.
S68	Skill to pacify hostile or irate individuals by making appropriate statements and minimizing argumentation.
S69	Skill to use tact and diplomacy when dealing with the needs, problems, and/or concerns of departmental employees, the public, and other State agencies.
S70	Skill to facilitate the exchange of ideas and feedback with subordinate staff, co-workers, and management.
S71	Skill to relay information and data in a clear, concise, objective manner to a variety of audiences.
S72	Skill to objectively explain the reasons and rationale for decisions made and policies and practices implemented.
S73	Skill to convey expectations, priorities, and vision to others.
S74	<u>Skill to communicate verbally, in person or by telephone, clearly and concisely with a variety of audiences on a variety of matters, adjusting the level and tone of the message approximately for the particular audience.</u>
S75	<u>Skill to communicate effectively in stressful situations.</u>
S76	<u>Skill to interpret and explain policies, procedures, rules, and/or regulations to departmental employees, the public, vendors, and other State agencies.</u>
S77	Skill to present technical or complex information to a variety of audiences, adjusting the level of presentation to fit the specific audience.
S78	Skill to give clear, accurate instructions and directions related to work assignments and performance expectations to staff.
S79	Skill to facilitate meetings and discussions in a manner which ensures that the focus of the meeting/discussion remains clear and allows for the achievement of desired outcomes or objectives.
S80	Skill to make formal oral presentations to groups of employees, the public, and management.

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S81	Skill to express facts and ideas in written form in a succinct and organized manner.
S82	Skill to prepare reports, policies, procedures, and/or correspondence.
S83	Skill to read and comprehend reports, memos, manuals, and other job-related materials and documents.
S84	Skill to read and understand State statutes, laws, proposed legislation, and regulations in order to interpret, explain, and apply.
S85	Skill to adapt leadership and management style and actions to a variety of situations.
S86	Skill to establish a course of action for self and/or subordinate employees to accomplish specific goals.
S87	Skill to perform basic mathematical calculations (addition, subtraction, multiplication, division, percentages) to prepare various program and project reports and summaries.
S88	Skill to operate a personal computer in order to perform word processing, spreadsheet, and presentation development activities.
S89	Skill to use standard office equipment and machines including fax machine, copy machine, telephone, and calculator.
S90	Skill to use audio/visual equipment such as overhead projector, television and VCR, and slide projector when providing training or making presentations.

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	Ability to:
A1	Ability to work on multiple projects and assignments simultaneously.
A2	Ability to work under the pressure of tight timelines when completing projects or assignments.
A3	Ability to take action and/or make commitments in a variety of situations under a variety of circumstances, even in uncertain situations or under uncertain circumstances, to accomplish department, division, or work unit goals.
A4	Ability to be flexible in adapting to changes in priorities, work assignments, and other interruptions which may impact pre-established courses of action for completing or progressing with projects and assignments.
A5	Ability to adapt quickly and appropriately to a variety of situations and personalities in order to react and respond appropriately to such situations.
A6	Ability to lead by positive example in managing the employees of the work unit or division.
A7	Ability to maintain high ethical standards in completing all assignments and projects.
A8	Ability to recognize own strengths and weaknesses, adjusting decisions and actions accordingly.